A study on compensation and work performance of women employees in Private women's Universities in Rajasthan

A Synopsis

Submitted In

Partial Fulfilment for the Degree

OF

Doctor of Philosophy

(Management)

Supervised By
JV'n Dr. Aanamika

Submitted By
JV'n Sweta Pareek

Department of Management & Commerce
Faculty of Department of Law and Governance
Jayoti Vidyapeeth Women's University
Jaipur (Rajasthan), India

INTRODUCTION

Compensation means the basic returns that an employee obtains from his/her work. Every organization offers a good compensation to attract and retain the ablest employees on the actual work floor. It is because if the company does not offer an attractive package of compensation, compared to other competitive firms, the efficient employees may leave the firm. Hence, the employees should be compensated adequately. A well-designed job evaluation program helps to determine an appropriate compensation system.

Compensation refers to all forms of financial returns and tangible services and benefits employees receive as part of employment relationships1 Compensation comprises of all the benefits provided to employees in return of the services given by employees. Compensation not only satisfies employees but also motivates employees. Compensation is all about the financial and non- financial benefits which are the rights of employees for their contribution to the organization. Compensation directly or indirectly affects the performance of the employees. The different components of compensation makes employees feel that they are secured and working under a better organization that is fulfilling their needs. When the employees feel secured and satisfied they perform better

Compensation is what employees receive in exchange for the services rendered in an organization. The term 'compensation' refers to all forms of financial returns and tangible benefits that employees receive as part of the employment relationship. In the era of globalization, where the business environment has become increasingly complex and challenging, structuring an effective compensation package to attract and retain talent is an important function of organizational effectiveness.

Compensation refers to as a wide range of financial and non-financial rewards given to employees for their services rendered to the organization. It is paid in the form of wages, salaries and employee benefits such as paid vacation, insurance, maternity leave, free traveling facility, retirement benefits, etc.

Compensation can be classified into two categories:

1. Financial Compensation
2. Non-Financial Compensation

Type1. Financial Compensation:

Financial compensation is most popular and important compensation that is given in the form of money. It is the most important motivational factor that satisfies employees' basic needs like food, clothing, etc.

It is further categorized into two parts:

I. Direct Compensation:

Direct compensation means compensating employees by paying them money in the following forms:

II. Indirect Compensation (Fringe Benefits):

Dressler refers to indirect compensation as the indirect financial and non- financial payments employees receive for continuing their employment with the company which are an important part of every employee's compensation. Other terms such as fringe benefits, employee services, supplementary compensation and supplementary pay are used.

Armstrong says indirect compensation or employee benefits are elements of remuneration given in addition to the various forms of cash pay. They also include items that are not strictly remuneration such as annual holidays.

Management uses it ostensibly to facilitate its recruitment effort or influence the potential of employees coming to work for a company, influence their stay or create greater commitment, raise morale, reduce absenteeism in general and improve the strength of the organization by instituting a comprehensive programme in this area.

According to Chhabra, indirect or supplementary compensation involves 'fringe benefits' offered through several employee services and benefits such as housing, subsidized food, medical aid, creches and so on. It involves rewards provided by organizations to employees for their membership, attendance or participation in the organization.

Because of the increasing costs of fringe benefits, some people also label them as 'hidden payroll.' Benefits currently account for almost 40 per cent of the total compensation costs for each employee. The basic purpose of fringe benefits or supplementary compensation is to attract and maintain efficient human resources within the organization and to motivate them.

Types of Indirect Compensation:

Below are some of the more popular indirect compensations offered by today's organizations.

a. Social Security:

b. Workers' Compensation:

c. Retirement Plans:

d. Paid Holidays:

e. Paid Vacations:

f. Other Benefits:

Type 2. Non-Financial Compensation:

Non-financial compensation refers to compensating employee not in form of money but in some other forms that stimulate employees' morale and also improve his performance.

It can be in the following forms:

a. Job security
b. Recognition
c. Participation

d. Pride in job
e. Delegation of responsibility
f. Other incentives

Good compensation plans, well administered have a salutary effect on the entire enterprise. Employees are happier in their work, co-operation and loyalty are higher, amount of output is up, and quality is better. In the absence of such plans compensation is determined subjectively on the basis of haphazard and arbitrary decisions. This creates several iniquities which are among the most dangerous sources of friction and low morale in an enterprise.

Although there can be both monetary and non-monetary forms of compensation prevailed in an enterprise, yet it is the former which is the most basic element by which individuals are attracted to an organization persuaded to remain, and induced to engage in behavior beneficial to the company.

Work performance

In the present highly competitive environment, organizations have to ensure peak performance of their employees continuously in order to compete at the market place effectively. Traditionally, this objective was attempted to achieve through employee performance appraisal, which was more concerned with telling employees where they lacked in their performance.

Though this served the purpose to some extent, it was not considered enough to raise the employee performance at the most desirable level. Performance management has overcome this problem to some extent.

Performance appraisal system is the right instrument that plays a vital role directly or indirectly in achieving the above. It improves the interpersonal relationship among the employeesand employers in the organization. It reflects an evaluative judgment of the traits, characteristics and the work performance of the employees on jobs. It is a continuous process to reach the desirous goal of not only the organization but also the employees.

Flippo (1976) defines performance appraisal as, “performance appraisal is the systematic, periodic and an impartial rating of an employee’s excellence in the matters pertaining to his present job and his potential for a better job." Performance appraisal is a systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future.

Performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi- annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development.

Performance appraisals are essential for the effective management and evaluation of staff. Appraisals help to develop individuals, improve organizational performance, and feed into business planning. Formal performance appraisals are generally conducted annually for all staff in the organization. Each staff member is appraised by his or her line manager. (Directors are appraised by the CEO, who is appraised by the chairman or company owners, depending on the size and structure of the organization).

Annual performance appraisals enable management and monitoring of standards, agreeing expectations and objectives, and delegation of responsibilities and tasks. Staff performance appraisals also establish individual training needs and enable organizational training needs analysis and planning.

Performance appraisals generally review each individual's performance against objectives and standards for the trading year, agreed at the previous appraisal meeting. Performance appraisals are also essential for career and succession planning.

Performance Appraisal is the key ingredient of performance management. In a workgroup, members, consciously or consciously, make opinion about others. The opinion may be about their quality, behaviour, way of working, etc. Such an opinion becomes basis for interpersonal interaction. In the same way, superiors form some opinions about their subordinates for determining many things like salary increase, promotion, transfer etc.

Motivation Factors for women's employee at their work place

Today, it has seen a tremendous growth of working women and with more women coming into workforce, women motivation is gaining ground. According to western perspective, the main factors to motivate women employees are salary, providing recognition, benefits and opportunities of growth.

Many organizations in Rajasthan is struggling to find and retain the right person on the job as high attrition and employee turnover cause unforeseen expenses and even crush the whole business. So motivating employees becomes a vital part of every business.

But in Rajasthan having comparably low cost of living, salary satisfaction can be reached more quickly and working women look beyond money factor, as they give very much importance to culture and family, companies are adopting motivation practices like work from home options, maternity leave baskets, flexi hours, crèche facilities to take care of their toddlers etc. Therefore, it is a sincere attempt to explore what are the initiatives being adopted by **Private women's Universities in Rajasthan** to motivate working women.

OBJECTIVES OF THE STUDY

1. To determine the effect of compensation (Salary) of women employee on their work performance
2. To identify the compensation packages available for women's employee at Private women's universities in Rajasthan
3. To investigate the problems and challenges which can affect the work performance of women employee

REVIEW OF LITERATURE

Although the interest in and use of performance appraisal have increased over the past 30 years, the practice of formally evaluating employees has existed for centuries. As early as the third century AD., Sin Yu, an early Chinese philosopher, criticized a biased rater employed by the Wei dynasty on the grounds that "thy Imperial Rater of Nine Grades seldom rates men according to their merits but always according to his like or dislikes" (Patten, 1977,p.352). In 1648, the Dublin (Ireland) Evening Post allegedly rates legislators using a rating scale based on personal qualities (Hackett, 1928). According to Heilbroner (1953), the first industrial applicationof merit rating was probably made by Robert Owen at his cotton mills in New Lanark, Scotland, in the early 1800s. Wooden cubes of different degrees of merit were hung over each employee's workstation. As employee performance changed, so did the appropriate wooden cube. The merit rating or efficiency rating in the Federal Civil Service has been in place since at least 1887 (Petrie, 1950) and perhaps as early as 1842 (Lopez, 1968).

Bhatt and Remigius (2015a) conducted a comparative study on selected MBA public and private college teachers of South Rajasthan to analyse their job satisfaction level. For their study researchers had taken various hygiene factors into consideration, they were working hours, enjoying at my college, colleagues, HOD/Dean/Principal/Director/ Boss, responsibility, relation between management and teaching staff, remuneration, promotion, management style, flexible working hours, physical teaching condition, job security, and moral of colleagues. The researchers had used questionnaire designed on five point Likert scale to collect data from total twenty private and public MBA colleges of South Rajasthan through stratified random sampling, from 220 faculty members. The analysis of data had been done by applying various statistical tools of descriptive statistics, multiple regression and ANOVA analysis through SPSS, version 19. The result of the study revealed that there exists a significant difference in the job satisfaction level of the private and public sector

management teachers on various dimensions of physical teaching condition, flexible working hours, job security, and reward system. Moreover, public sector teachers were found to be more satisfied as compared to private management teachers.

On the basis of study done by Soni, M. P.(2020) Rviews revealed that gender based study of performance appraisal satisfaction is an aspect which is still untouched and needs researcher's attention towards it. It is also being felt that examining performance appraisal satisfaction level on the basis of gender still in their nascent stages. Plethora of literature and research about appraisal system their impact on organizations as a whole is available. In contrast, there is limited literature and research regarding gender-based studies of satisfaction arises from performance appraisal especially in India.

Researcher also explored that the present researches lack solid definitive evidence of such studies. And lack of time-lag studies on performance appraisal satisfaction level which examines people on the basis of their gender. In short, there is a research gap in the literature regarding perceptual difference between male and female employee's satisfaction originates from prevailing systems of performance appraisal in organization. It is also being noted that research on appraisal system and Hierarchy wise satisfaction studies has been conducted but there is limited research on the link between male and female employees.

Employee engagement is a popular term both in industry as well as in academia (Schaufeli & Bakker, 2010). In academia, Kahn (1990) conceptualized engagement as ―the harnessing of organization members' selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performance‖ (p. 694). However, more recently, employee engagement is defined as ―a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption‖ (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002, p. 74).

However, direct compensation fully mediates the relationship between indirect compensation and performance (Namasivagam and Zhao 2007). A statistical significant and positive relationship was found to govern rewards and motivation, implying that if rewards being offered/ to employees were to be altered, then there would be a corresponding change in satisfaction and work motivation while the periodic salary increments, allowance, bonuses, fringe benefits and other compensations on regular and specific periods keep their morale high and makes them more motivated (Danish and Usman 2010).

Chandan (2005) viewed Abraham Maslow theory based upon two assumption, first human beings have many needs that are different in nature ranging from biological needs at the lower level to psychological needs at the upper extreme. Secondly, that these needs occur in an order of hierarchy so that lower level needs must be satisfied before higher level needs arise or become motivation. Maslow theory made management aware that people are motivated by a wide variety of needs and management must provide an opportunity to satisfy these needs through creating a physical and conceptual work environment, so that people will be motivated to achieve organisational goal. This implies that, for an organisation to achieve

its state objective d through improved employees' performance there is need to adequately continuous and constantly compensate employees effectively.

There has been large number of researchs in past several decades on performance appraisal (Bretz, Milkovich & Read, 1992; Fisher, 1989). Performance appraisal sounds simple but researches tell us that it is commonly used in performance feedback and identify individual employee's strengths and weaknesses (Ruddin, 2005). The use of performance appraisal system by business and industry has been counted between 74 to 89 percent (Murphy & Cleveland, 1991). Performance appraisal systems are used for different purposes in which include Human resource decisions, evaluation and feedback (Cleveland, Murphy & Williams, 1989). The different work that was dominated by psychologists that concentrated on the psychometric characteristics of appraisal for supervisors in their performance evaluation (Milkovich & Wigor, 1991). Psychologist focused on employee's reaction to appraisal and sharedview in which performance appraisal take place (Levy, 2000; Levy & Williams, 2004). Nasud argued that evaluation structure is important tool that recover the value of employees performance (Nasud, 1999). Performance appraisal establishes reward system that will combine the effort of leaders and the worker of organization to the commongoals of their organizations (Cleveland, Murphy, & William, 1989). For achieving high performance goal of organization performance appraisal is very important component of human resource management.

Although the interest in and use of performance appraisal have increased over the past 30 years, the practice of formally evaluating employees has existed for centuries. As early as the third century AD., Sin Yu, an early Chinese philosopher, criticized a biased rater employed by the Wei dynasty on the grounds that "thy Imperial Rater of Nine Grades seldom rates men according to their merits but always according to his like or dislikes" (Patten, 1977,p.352). In 1648, the Dublin (Ireland) Evening Post allegedly rates legislators using a rating scale based on personal qualities (Hackett, 1928). According to Heilbroner (1953), the first industrial applicationof merit rating was probably made by Robert Owen at his cotton mills in New Lanark, Scotland, in the early 1800s. Wooden cubes of different degrees of merit were hung over each employee's workstation. As employee performance changed, so did the appropriate wooden cube. The merit rating or efficiency rating in the Federal Civil Service has been in place since at least 1887 (Petrie, 1950) and perhaps as early as 1842 (Lopez, 1968).

There has been large number of researchs in past several decades on performance appraisal (Bretz, Milkovich & Read, 1992; Fisher, 1989). Performance appraisal sounds simple but researches tell us that it is commonly used in performance feedback and identify individual employee's strengths and weaknesses (Ruddin, 2005). The use of performance appraisal system by business and industry has been counted between 74 to 89 percent (Murphy & Cleveland, 1991). Performance appraisal systems are used for different purposes in which include Human resource decisions, evaluation and feedback (Cleveland, Murphy & Williams, 1989). The different work that was dominated by psychologists that concentrated on the psychometric characteristics of appraisal for supervisors in their performance evaluation (Milkovich & Wigor, 1991). Psychologist focused on employee's reaction to appraisal and

sharedview in which performance appraisal take place (Levy, 2000; Levy & Williams, 2004). Nasud argued that evaluation structure is important tool that recover the value of employees performance (Nasud, 1999). Performance appraisal establishes reward system that will combine the effort of leaders and the worker of organization to the commongoals of their organizations (Cleveland, Murphy, & William, 1989). For achieving high performance goal of organization performance appraisal is very important component of human resource management. The information gathered and performance appraisal provide basis for recruitment and selection, training and development of existing staff, and motivating and maintaining a quality human resource through correct and proper rewarding of their performance (Lillian, Mathooko, & Sitati ,2011). Performance appraisal is often including performance management system. Performance management systems manage and align all the organization, resources in order to achieve the highest possible performance (martin, 1998). (McMaster, 1994; Williams, 2002) argued that performance management involve determining the strategic objective, establish team goals, plan of performance developed, Analyze the performance (by using appraisal system) identified need of development and Assign rewards

Armstrong (2006) defined Performance Appraisal as the formal assessment and rating of individuals by their managers at, usually, an annual review meeting. While The Chartered Institute of Professional Development (CIPD) have a more comprehensive and in-depth definition which argues that 'Performance Appraisal is an opportunity for individual employees and those concerned with their performance, typically line managers, to engage in a dialogue about their performance and development, as well as the support required from the manager' (CIPD, 2013)

Performance appraisal is not just about rating employees, Meenakshi (2012) identified that organisations carry out Performance Appraisal as a basis for administrative decisions such as promotion, allocation of financial rewards, employee development and identification of training needs. 'Appraisal is preceded by establishing general objectives or a description for the job, identifying specific job expectations, providing feedback and, when necessary, coaching' (Hillman, Schwandt & Bartz, 1990, p.20).

Fletcher (2004) believes that the general aims of Performance Appraisal also include Motivating staff, Succession planning and identifying potential, promoting managersubordinate dialogue and formal assessment of unsatisfactory performance. However, Khan (2007) states that the fundamental objective of performance appraisal is to facilitate management in carrying out administrative decisions relating to promotions, firings, layoffs and pay increases. From carrying out the performance appraisal, management then have to make choices in relation to retention, future assignments and training and developmental needs (Hillman et al, 1990).

According to Obisi (2011, p.92), 'Organisational performance and its resultant efficiency and effectiveness can only be achieved when individuals are continuously appraised and evaluated. This explains why almost every organisation carries out some form of performance appraisal either on its own or as part of their performance management system'.

Khan (2010) examined the effects of HRM practices on organizational performance in Oil and Gas Industry in Pakistan. A total of 150 managers of 20 randomly selected firms of Oil and Gas Industry were administered on a questionnaire. Five HRM practices were investigated namely: training and development, recruitment and selection, compensation and reward, performance appraisal and employee relation. The effects of these practices were examined on subjective measures of performance (product quality, productivity, efficiency, and overall perceived performance compared to industry averages). Factor analysis was performed to identify HRM practices. The regression analysis conducted, indicated a positive and statistically significant association of these practices with organizational performance.

Afzal et. al. (2013) focused on the effect on HRP practices on the organizational performance in Telecom Sector. The efficiency was the main dependent component of the study. The data were collected from the top managers, middle-level managers and the first line HR managers of 50 offices, including head offices and regional offices of 160 questionnaires including some interview and open-ended questions based on the measures of performance and HRP. The research is investigative in nature. They used linear regression to check the effect of the dependent variable (efficiency, employee motivation, job satisfaction, and technology) with independent variable (selection, training, and incentives). The finding shows that selection, training and incentives have a positive and significant relationship with efficiency, employee motivation, job satisfaction and technology. H_0 was rejected and H_1 was accepted that HRP has a significant relationship with organizational performance.

Akhter et. al. (2013) examined the impact of HRM practices on employee performance of Cement industry in Bangladesh. They tried to investigate the impact of various components of HRM practices on employee performance of a sample of 160 employees from seven cement companies listed in the Dhaka stock exchange. Regression analysis was used. The result shows that training and development, and career development, both have a significant positive impact on employee performance.

Deepa et. al (2013) conducted a study to find the effectiveness of HRP and training requirements in the retail sector with special reference to supermarkets in Chennai. All the discussions were evolved around Labor MPP and training requirements of supermarkets in Chennai. They covered three retail industries in Chennai city, namely Shoppers Shop, Pantaloons and Reliance Retail. The study analyzed an effectiveness of HRP and makes sure that whether the retail sectors have sufficient human resources. The primary data was collected from the employees through a direct structured questionnaire. One fifty (150) employees of retail sectors were selected as for the size of the sample and simple random sampling method was used. Various statistical tools were used such as percentage analysis, chi-square analysis, f-test, and correlation, etc. The study revealed that there was a significant relationship between the retail sectors has sufficient staff to carry out all activities. The correlation value (r) was 0.99; they can assume that the pat, roll, and work overloaded were positively correlated. So the null hypotheses were rejected. The data collected was analyzed using simple percentage method, weighted average method, f-test method, correlation and chi-square method and suggestions have been made for the effective growth of the organization

Devender (2013) in his study focused on the human resource planning practices followed in Singareni Collieries Company Limited (SCCL), which was a public sector mining company operating in Telangana region of Andhra Pradesh, Southern India. The aim of this article was to focus on the HRP practices followed in SCCL and how these practices affect on improving organizational performance. The various data analysis methods were used to analyze the data acquired through questionnaire from 400 participants. The primary purpose of the study was to measure the effectiveness of HRP practices in SCCL and how they influence the organizational performance. In order to analyze the relationships between demographic variables and MPP practices in SCCL, one way ANOVA test was used. The results of the analysis indicated that factors influencing the implementation of overall HRD practices were significantly correlated with MPP. The results revealed that MPP was significantly correlated with organizational effectiveness.

Malik (2013) investigated the influence of HR practices on the employee performance in the telecom sector in India. This study was conducted to examine the impact of HRM practices: selection, training and development, career planning, compensation, performance appraisal, job definition and employee participation in the employee's performance of MTS India. The size of the sample was 50 respondents. The questionnaire consists of two parts: the first part of the questionnaire was containing information of the respondents their demographic and socioeconomic background, and the second part was containing questions regarding employee performance. The questionnaire used to be of multiple-choice and five-points Likert scale was used. A correlation test was used for analysis. The finding of the study shows that there is a strong positive correlation between compensation and employee performance. All the variables have a positive correlation with employees' performance. In a nutshell, all tested HR practices having a positive correlation with an employee's performance.

Hafeez U. and Akbar W. (2015), aimed at "Impact of Training on Employee Performance in Pharmaceutical Industry in Karachi, Pakistan", in which training has the positive impact on employee Performance i.e. job satisfaction, employee motivation, new technologies, efficiencies in process and innovation in strategies as its levers. The four companies were selected. A survey of 356 employees via self-administrated questionnaire with the help of random sampling technique was conducted. The correlation and regression analysis were used. The analysis shows a positive significant relationship between them and the results reveal that the more the employee gets training, the more efficient their level of performance would be.

Petare (2013) conducted a descriptive study "A Study of work life balance of women working in teaching profession at Kolhapur" in Kolhapur of Maharashtra where the response was taken from 50 respondents who were all female teachers of various colleges and institutes. The paper tried to analyse the causes of work life imbalance of female teachers, out of which the most highlighting factors were heavy work and extended working hours followed by inability to priorities and manage time i.e. flexitime, reduced working hours and other work place facilities. The paper concluded that the working hours were the major

concern area that affected the work life balance of a female employee and therefore needs to be handled to enhance the QWL of females.

With Special reference to College Teachers is Thrissur District, Kerala" conducted by Nair (2013) to identify the Quality of Work Life (QWL) as a predictor of Organisational Citizenship Behaviour (OCB). The study compared the level of perception of QWL based on the major demographic profile i.e. the Gender among college teachers. The women had higher level of job dedication as compared to men. Also, the total respondents had an average QWL whereas the Female Teachers reflected a healthier QWL when compared to the Men and the key reasons for this disparity were recognized as inter-generational communications and interpersonal trust among teachers, which influenced their QWL.

In the research titled "Study on Quality of work life among academicians of private technical educational institutions" Vishwakarma et al. (2013) found that QWL of academicians, particularly in the Private Technical Institute, was not in a better condition. Factors such as salary and wages biasness between same qualified employees, advancement opportunity for growth was low, salary and job security issues were badly affecting the relationship with administration and academicians, dissatisfaction regarding leave flexibility etc. were responsible for low QWL of respondents

Rani and Kritika (2013) in the study "Quality of Work Life of Female Employees in Universities of Haryana" conducted in the universities of Haryana with a sample size of 72 respondents remarked that Universities provided opportunities to attain higher qualifications, allotted good accommodation in the campus, water and electricity were available round the clock, all sports facilities were there for entire family, good and committed workers were highly respected. Therefore, Quality of work life in universities was found to be very good. For this research 40 factors relating to Quality of work life in the form of 40 statements and 4 open ended questions were incorporated in the questionnaire.

Yadav et.al. (2014) in their study "Work Life Balance and Job Satisfaction among the Working Women of Banking and Education Sector – A Comparative Study" took a total sample of 150 working women of some Govt. colleges and National Institutes of Bhopal for education sector and for banking sector, nationalized banks running their branches in Bhopal (M.P.) (75 women employees from each sector). Overall the working women were satisfied and assumed that education sector was a better place to work than the banking sector. Working hours were satisfactory but sometimes late working and working in evening branches in banks interrupted work life balance. The research showed that women employees work in banks for financial support generally faced life challenges than the education sector. Most of the employees in education sector agreed that work allotment was based on skills and qualification but women in banking sector did not agree on this statement. It was also found that in banking sector most of the employees agreed that they were physically stressed in their job and in education sector some of the employees strongly agree that they were mentally pressurized on their job.

Review of Literature: The literature review shows that women are affected by discrimination not only in the workplace or at home also (shall, 2011).In the history of women related studies, women are suffering from discrimination. Women don‟t take initiatives against inequality because of a lack of knowledge, lack of confidence, etc. Women too much work hard to manage their personal and professional life. In the education sector female faculty suffering too many issues in transport issues, unequal treatment, harassment, carriers barriers, and negative attitudes male staff towards women (Ronald 2010). Sophia j.Ali (2011) Female faculty too many obstacles, challenges, and problems faced during their career growth and Opportunities. Discrimination makes the obstacles for women only; as a result, women unsatisfied their jobs. Women did not give time to their children. The female respondents experienced discrimination in the workplace (Suganya, 2007). Through the review of the literature we analyze women too much mental pressure to maintain their personal and professional life. Women facing work-life conflict to continue their jobs (Duff 2006). On the other hand, women play too much role in daily life, after complete their jobs, their performing household work at homes. But men manage only their jobs.

Research Methodology

Research methodology is a set of systematic technique used in research. This simply means a guide to research and how it is conducted. It describes and analysis methods, throws more light on their limitations and resources, clarify their pre- suppositions and consequences, relating their potentialities to the twilight zone at the frontiers of knowledge. The methodology may perhaps include numerous publication research , interviews, surveys and other research techniques adopted to collect the information which include both present and historical information.

According to Polity and Beck (2004) methodology refers to ways of obtaining, systematizing and analyzing data. Creswell (2003) portrays methodology as a coherent group of methods that harmonize one another and that have the capability to fit to deliver data and findings that will reflect the research question and suits the researcher's purpose. Bowling (2002) explains that methodology is the complete structure of the research study; the size and sample methods, the practices and techniques utilized to collect data and the process to analyses data.

Research Design

Research design is the framework of research methods and techniques chosen by a researcher. The design allows researchers to hone in on research methods that are suitable for the subject matter and set up their studies up for success. The design of a research topic explains the type of research (experimental, survey research, correlational, semi-

experimental, review) and also its sub-type (experimental design, research problem, and descriptive case-study).

Burns and Grove (2002) define a research design as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings. The overall purpose of this study is to contribute further to the role-definition process of the ambulance nurse in Malta. In order to reach the overall purpose of this study a qualitative exploratory descriptive design will be used to identify analyses and describe factors related to the nature of interventions and care nurses deliver in the pre-hospital setting and to explore barriers and facilitating factors perceived by ambulance nurses that hinder or enhance PHC in Malta.

Sampling

- **Sampling Technique**

  Simple Random Technique

- **Sample Area**

  Jayoti Vidyapeeth Women's University

  Banasthali vidyapith

- **Sample Size**

  The sample size for the study will be 400 using simple random sampling technique which will be collected as follows:

  200 Jayoti vidyapeeth women's university 200 respondents from Banasthali vidyapith

Hypothesis of the Study

The hypothesis of the following study is:-

1. Different type of compensation can motivate to women's employee to improve their work performance and productivity

2. Good compensation can improve work performance of women employee which can helpful to increases their performance

3. Women's are facing so many difficulties to perform their work at work place which is the reason of low compensation

BIBLOGRAPHY

- Armstrong, M. (1996) A Handbook of Personnel Management Practice, London: Kogan Page.
- Bellamy, S., Morley, C., Watty, K. (2003), Why Business Academics Remain in Australian Universities Despite Deteriorating Working Conditions and Reduced Job Satisfaction: An Intellectual Puzzle, Journal of Higher Education Policy & Management, 25(1), pp. 13-28.
- Bloom, M., Milkovich, G. T., Mitra, A. (2003), International Compensation: Learning from How Managers Respond to Variations in Local Host Contexts, International Journal of Human Resource Management, 14(8), pp. 1350-1367.
- Boyd, N. M., Kyle, K. (2004), Expanding The View of Performance Appraisal by Introducing Social Justice Concerns, Administrative Theory & Praxis, 26(3), pp. 249-277.
- Budhwar, P. S., Boyne, G. (2004), Human Resource Management in the Indian Public and Private Sectors: An Empirical Comparison, International Journal of Human Resource Management, 15(2), pp. 346-370.
- Chevaillier, T. (2001), French Academics: Between the Professions and the Civil Service, Higher Education, 41(1/2), pp. 49-76.
- Fletcher, C. (2001), Performance Appraisal and Management: The Developing Research Agenda, Journal of Occupational & Organizational Psychology, 74(4), pp. 473-487.
- Gatfield, T., Barker M., Graham, P. (1999), Measuring Student Quality Variables and the Implications for Management Practices in Higher Education Institutions: An Australian and International Student Perspective, Journal of Higher Education Policy & Management, 21(2), pp. 239- 260.
- Griffith, J. (2004), Relation of Principal Transformational Leadership to School Staff Job Satisfaction, Staff Turnover, and school performance, Journal of Educational Administration, Vol 42, No 3, pp. 333-356.
- Rajwinder Singh (2013), " Human Resources Management in the Indian Banking Sector ",http://dx.doi.org/10.4236/shrss.2013.13004 ,pp. 21-28.
- Selvaraj (2009), "Total Quality Management in Indian Commercial Banks: A Comparative study , Journal of Marketing And Communication ,
  4 (3) pp. 59-70
- Shalini Shukla (2014)," Emerging Issues and Challenges of Human Resource Management in public sector banks of India, Journal Of Social and Behavioral Science , pp. . 358- 363

- Supriya Balasaheb & Prof. Dr. U.M. Deshmukh (2015), "Human Resource Management Practices in Selected Public Sector Bank, Glacier Journal Of Scientific Research.
- Thomas L.T. and Ganster D.C.1995. Impact of family- supportive work variables on work-family conflict and strain. A control perspective, Journal of Applied Psychology, Vol.80, pp. 6-15.
- While Miller, Vernon D. and Gordon, "Meeting the challenges of Human Resources Management."
- https://www.researchgate.net/publication/328931256_Impact_of_Performance_Appraisal_Work_Design_and_Compensation_on_Employee_Performance_A_Study_of_Telecom_Sector [accessed Feb 05 2021].
- https://www.researchgate.net/publication/305199160_THE_STUDY_OF_PERFORMANCE_APPRAISAL_AND_COMPENSATION_IN_ESTONIAN_PUBLIC_AND_PRIVATE_UNIVERSITIES
- https://www.researchgate.net/publication/305199160_THE_STUDY_OF_PERFORMANCE_APPRAISAL_AND_COMPENSATION_IN_ESTONIAN_PUBLIC_AND_PRIVATE_UNIVERSITIES [accessed Feb 05 2021].
- https://www.researchgate.net/publication/328931256_Impact_of_Performance_Appraisal_Work_Design_and_Compensation_on_Employee_Performance_A_Study_of_Telecom_Sector
- https://www.researchgate.net/publication/23723873_The_women's_development_program_in_Rajasthan_a_case_study_in_group_formation_for_women's_development
- https://in.seekweb.com/ws?q=performance%20appraisal%20software&asid=sw_in_gc8_02&mt=b&nw=g&de=c&ap=&ac=10037&cid=13996828248&aid=125518945136&locale=en_IN&gclid=EAIaIQobChMI0Mji_f3W9AIVETErCh2TbgMYEAMYASAAEgLtcPD_BwE